Penhaligon's Friends,

Trecarrel, Drump Road, Redruth, Cornwall, TR15 1LU

https://penhaligonsfriends.org.uk/

Charitable Incorporated Organisation; 1189323

Penhaligon's Friends

Chief Executive Officer

Candidate Information Pack

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PENHALIGON'S FRIENDS VISION AND MISSION

Vision

All bereaved children & young people feel supported, understood and not alone.

Mission

Penhaligon's Friends support bereaved children, young people and families living in Cornwall when they need it and in a way that is right for them. To achieve this, we work closely with parents, carers, professionals and local communities when someone in a child or young person's life has died.

Welcome from the Chair

Dear Applicant,

Thank you for your interest in becoming the next Chief Executive Officer of Penhaligon's Friends.

This appointment comes at an important and positive point in our development. In 2025/26 we celebrated 30 years of supporting bereaved children, young people and families across Cornwall. We also launched our first formal Strategic Plan, strengthening clarity about our purpose and future direction.

Our next Chief Executive will build on these strong foundations, keep children, young people and families at the heart of decision-making and provide visible leadership for quality, safeguarding, governance, financial sustainability, people, partnerships and organisational resilience.

We are interested not only in what candidates have done, but in their values, judgement, leadership approach and capacity to learn. The process is designed to be inclusive, transparent, participative and evidence-based.

We hope this pack gives you a clear sense of Penhaligon's Friends and the contribution our next Chief Executive can make. We look forward to hearing from you.

With best wishes,

Dr Alison Stephens
Chair of Trustees

About Penhaligon's Friends

OUR PURPOSE

We support bereaved children and young people up to the age of 18 and their families across Cornwall. We also help parents, carers and professionals provide effective support, including around serious illness and anticipatory grief.

BACKGROUND

Penhaligon's Friends is a Charitable Incorporated Organisation (CIO) which was originally established in 1995 (Charity Reg no; 1053968). In 2021 the legal status changed to a CIO (CIO registration no. 1189323).
It was formed in February 1995 to identify and address the needs of bereaved children in Cornwall. The idea grew from a bereavement forum representing a wide number of organisations working with children.
The forum highlighted the lack of child centred bereavement services and looked at ways of addressing this gap in provision. Statutory organisations were involved at all stages and included social care, local authority, education, local NHS health professionals and general practitioners. The aim was not to duplicate the work of other services, but to develop a service that met the specific needs of bereaved children in Cornwall.

Our name comes in memory of Cornwall MP David Penhaligon who tragically lost his life in a car accident in 1986, leaving a widow and 2 children. Dame Annette Penhaligon, David's widow has been our Patron since the charity formed.
Over the years the organisation has grown and has a dedicated team of staff and volunteers working throughout the whole of Cornwall. We have increased our partnership working and relationships with other agencies, ensuring our support is accessible and appropriate to the needs of our bereaved community in Cornwall.

GOVERNANCE

Trustees are responsible for general control and management, policy decisions, risk management and employment of the Chief Executive. The Board meets approximately every two months.

VALUES

Penhaligon's Friends believes that:

- All children grieve and that grief should be normalised.
- Society benefits from the sharing and understanding of children's grief.
- Early intervention can positively affect psychological, physical and educational wellbeing.
- People using our services should be treated with respect and confidentiality.
- No child should be excluded because of their background.
- People using our services should have opportunities to evaluate support.
- Staff and volunteers should have opportunities for professional and emotional support and development.

SAFEGUARDING

Penhaligon's Friends is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers, explicitly our CEO, to share this absolute commitment and lead a proactive safeguarding culture. We are committed to safeguarding practices that reflect

the most up to date statutory responsibilities, government guidance and complies with best practice requirements.

All of our team benefit from regular safeguarding training and updates. We have a designated Safeguarding Trustee, and our CEO and Family Services Lead are Designated Safeguarding Leads.

As this executive position involves leadership of services for children and access to regulated activity, any offer of employment is strictly conditional upon satisfactory pre-employment vetting checks. This includes an **Enhanced Disclosure and Barring Service (DBS) check with Child Barred List checks**, robust identity and right-to-work verification, confirmation of qualifications, and a minimum of two independent, verified professional references (including your most recent employer).

THE TEAM - STAFF AND VOLUNTEERS

The charity Trustees are responsible for the general control and management of the charity.
The day-to-day management and operation of the Charity is delegated to the staff.

Over the years the organisation has grown and there are now eleven permanent members of staff, including: - CEO, Business Manager, Administrator, Volunteer Coordinator, Fundraising and Communications Coordinator, Family Services Lead, five Family Services Support Workers and a dedicated team of over fifty volunteers. Volunteers are integral to service delivery, community reach and fundraising.

OUR RANGE OF SERVICES INCLUDES;

Support is flexible, responsive and child focused. Practical and creative approaches help children and families share thoughts and feelings, strengthen communication, reduce isolation and build resilience.

Telephone information and advice

Information, resources, welfare calls and ongoing advice for families and professionals.

Postal packs

Bespoke grief resources, wellbeing tools and items offering comfort and emotional regulation.

Family visits

Meetings in homes, schools, community settings or the office to listen, assess need and identify suitable support.

Groups and activity days

Memory Days, Family Groups, Teen Groups and social activities provide family and peer support.

Individual work

Assessed, structured and bespoke grief-focused support, usually delivered in education settings by trained staff or volunteers.

Schools and education

Advice, resources, coordinated responses after sudden deaths, online support and training for education staff.

Training

Professional and volunteer programmes ranging from introductory learning to comprehensive childhood loss and grief training.

STRATEGIC PLAN

Click here to view our 3-year Strategic Plan

ANNUAL REPORT

Click here to view our latest Annual Report and Accounts

FINANCIAL CONTEXT

For the year ended 31 March 2026, total income was £332,968 and total expenditure was £333,079, resulting in a small deficit of £413. Donations and fundraising contributed £166,058 and grants £156,355. General fund reserves at year end were £154,054, including £10,000 designated for future IT improvements. The charity raised more than £166,000 through community fundraising during the year.

POSITION

Penhaligon's Friends is a part of several bereavement and childhood bereavement forums nationally and locally, and also with partnership organisations supporting children and young people's health and wellbeing:

- The Childhood Bereavement Network (CBN) the hub for those working with bereaved children, young people and their families across the UK
- Cornwall Bereavement Network
- Cornwall Suicide Surveillance and Multi Agency Suicide Prevention Group
- Cornwall Children Services Bereavement and Critical Incident Group
- Together for Grief Alliance – Devon and Cornwall child bereavement support agencies
- Collab – services in Cornwall for children and young people commissioned by Cornwall Integrated Care Board

The charity also contributes to and forms part of a number of local strategic groups aimed at supporting children and young people's well-being, and works closely with a range of other agencies, particularly: - education, health, social care and other voluntary organisations.

2025/2026 at a glance;

Children / young people	**1,304 accessed support**
Families	**806 accessed support**
Anticipatory grief	**41 referrals**
Grief Postal Packs	**452 sent**
Family visits	**94 families**
Education settings	**15 supported following a sudden death within school community**
Suspected suicide	**37 families referred**
Volunteers	**Around 50 regularly giving time**
Staff	**Average monthly headcount of nine**

THE OPPORTUNITY

This is an opportunity to lead a well-established and respected Cornish charity through a planned transition and its next phase of strategic development. Demand continues to grow, while the charity is strengthening its reach, partnerships, volunteer support, fundraising and communications, evaluation and organisational resilience.

CURRENT PRIORITIES

- Strengthening youth voice and feedback
- Expanding access through community-based support
- Developing collaborative working relationships
- Continuing to advocate for bereaved children
- Strengthening and diversifying the volunteer base
- Developing sustainable and diverse income
- Increasing profile and influence
- Improving digital systems, evaluation and demonstration of impact

THE LEADERSHIP WE ARE LOOKING FOR

- Values-led and child and family-centered
- Strategic, thoughtful and evidence-informed
- Open, authentic and accountable
- Compassionate, inclusive and able to build trust
- Confident in governance, safeguarding, finance and risk
- Able to inspire staff and volunteers
- Credible with partners, funders and sector networks
- Able to lead change while protecting continuity and quality

JOB SPECIFICATION - ROLE SUMMARY

The Chief Executive Officer provides strategic and operational leadership, manages resources effectively and efficiently while inspiring staff, volunteers, children, young people, families and partners. The postholder will ensure that the charity continues to build on its longstanding reputation for evidence based, trauma informed accessible childhood bereavement services which keep children, young people, families and their communities at the centre of everything they do. The CEO reports to and works closely with the board or Trustees, leading the Senior Leadership team, who ensure that the charities activities meet the strategic and business objectives whilst maintaining strong governance, safeguarding, financial stewardship and sustainable development.

JOB DESCRIPTION

CORE RESPONSIBILITIES

Strategic leadership and organisational development

- Work with the Board to shape and deliver the charity's long-term strategy
- Translate strategy into clear priorities, plans, objectives and measures of impact
- Lead organisational development, digital improvement, evaluation and thoughtful change
- Build resilience and respond effectively to changing needs, opportunity and risk
- Promote equity, diversity, inclusion and accessibility across all aspects of the charity
- Keep children, young people and families at the heart of purpose, planning and decision-making, championing meaningful engagement and co-design

TEAM MANAGEMENT

People culture and volunteers

Lead and develop the senior team and enable collective leadership

- Team Management and supervision: Lead, inspire, support and manage senior leadership teams, staff, and volunteers
- Foster an inclusive, compassionate, high-performing and learning-focused culture
- Ensure effective workforce development, wellbeing, engagement and succession
- Value and develop volunteers as an essential part of the charity

Children, young people and families

- Promote equity, inclusion and accessibility
- Protect the quality, accessibility and trauma-informed nature of support

GOVERNANCE, SAFEGUARDING AND RISK

- Act as principal adviser to the Board and support effective governance and scrutiny
- Ensure effective assurance, policy, delegation, compliance and risk management
- As DSL provide visible executive leadership for safeguarding and escalation
- Maintain a culture where concerns can be raised, heard and addressed safely
- Ensure that bereavement services meet recognised evidence based, ethical, and safety guidelines to promote positive life outcomes and well-being for children and young people

FINANCIAL LEADERSHIP, MANAGEMENT AND SUSTAINABILITY

- Lead and oversee financial planning, budgeting, monitoring and stewardship
- Identify, apply for and manage a diverse range of funding streams and opportunities, including multi-year grants
- Strengthen and develop sustainable income, fundraising and funding relationships
- Oversee reserves, contracts, funding cycles and material risks
- Manage monthly payroll
- Grant reporting and monitoring

EXTERNAL RELATIONSHIPS AND PARTNERS

- Act as the public face and ambassador, representing the charity across Cornwall and the wider sector of childhood bereavement and well-being
- Build and develop effective partnerships with statutory and voluntary-sector agencies, and other community stakeholders
- Build profile and influence while protecting reputation and values

IMPACT, QUALITY AND CONTINUOUS IMPROVEMENT

- Strengthen evaluation, outcome measurement, learning and reporting
- Use evidence, feedback and lived experience to guide improvement
- Develop research opportunities in line with our strategic aims

CORPORATE RESPONSIBILITIES

- Uphold the charity's purpose, values and expected behaviour
- Comply with relevant legal, regulatory and contractual requirements
- Embed equality, diversity, inclusion, accessibility and information governance
- Undertake other duties consistent with the scope and seniority of the role

PERSON SPECIFICATION

Candidates will be assessed consistently against the following essential criteria, demonstrating their Knowledge and Experience, Skills and Abilities, Leadership Style and Behaviours. Evidence may have been gained in the charity, public, private or wider voluntary sector.

Education and Qualifications

Educated to at least degree level or equivalent or able to demonstrate equivalent experience in a relevant field (e.g. social care, education, youth or community work, criminal justice, public health, business, or similar).
Evidence of continuing professional development relevant to leadership, safeguarding, or organisational management.
Leadership or management qualification.

Strategic Leadership and Organisational Development:

Skills and experience, values and attributes

Criterion	Status
Commitment to children, young people and families' well-being and placing them at the heart of decision-making.	**Essential**
Commitment to the aims and ethos of Penhaligon's Friends and a desire to promote children and young people's well-being.	**Essential**
A compassionate, collaborative, inclusive and approachable leadership style.	**Essential**
Previous experience of the charitable or social care sector.	**Desirable**

Strategic working

Criterion	Status
Substantial senior leadership experience with organisation-wide responsibility or comparable complexity.	**Essential**
Successful leadership of organisational development, change or improvement.	**Essential**
Evidence of shaping and delivering strategy and measurable outcomes.	**Essential**
Leadership experience in a social care or well-being context	**Desirable**

Service Quality and Oversight: Knowledge and Experience of governance, safeguarding and risk management

Criterion	Status
Understanding of charity governance and Trustee and CEO accountabilities.	**Essential**
Experience of working effectively with a Board or equivalent governing body.	**Essential**
Strong understanding and experience of identifying and managing risk, assurance, and compliance issues.	**Essential**
Strong experience of safeguarding practice with vulnerable children and young people, including safeguarding at a leadership level.	**Essential**
Knowledge and experience of organisational leadership safeguarding responsibilities and managing safeguarding issues relating to children and young people.	**Essential**

Team management and ethos of the charity

Criterion	Status
A strong record of leading, managing and developing senior colleagues and multidisciplinary teams, including the ability to enthuse, motivate and develop a team to deliver results.	**Essential**
Evidence of building an inclusive, learning-focused and high-performing culture.	**Essential**
Experience of workforce planning, engagement, development or succession.	**Essential**
Previous experience of providing management supervision to staff	**Essential**
Previous experience of working with and managing volunteers	**Desirable**

Finance and income: knowledge and experience

Criterion	Status
Strong financial literacy and experience of budgets, planning, reporting. Including providing financial oversight and managing risk.	**Essential**
Evidence of leading financial sustainability and stewardship.	**Essential**
Proven track record of securing funding. Experience of fundraising, income generation, commissioning, contracts or funding partnerships.	**Essential**
Proven track record in developing and managing both restricted and unrestricted funding and income streams, including multi year high value grants/ commissioning.	**Essential**

Partnerships and communication skills

Criterion	Status
A successful record of working in partnership with statutory, voluntary and multi-agency stakeholders and building strategic partnerships.	**Essential**
Highly effective written, verbal and interpersonal communication.	**Essential**
Credibility as an organisational ambassador.	**Essential**
Proven ability to think strategically and to communicate the strategic vision of an organisation.	**Essential**

Knowledge

Criterion	Status
Understanding of bereaved children, young people and families, or services supporting children and families.	**Essential**
Knowledge of the charitable and voluntary sector.	**Essential**
Understanding of trauma-informed and family-centred approaches.	**Essential**
Experience in working with bereaved children, young people or families	**Desirable**

Personal effectiveness and attributes

Criterion	Status
Relevant leadership development, professional learning, qualification or equivalent substantial experience.	**Essential**
Strategic thinking combined with operational oversight.	**Essential**
Integrity, resilience, self-awareness and sound judgement.	**Essential**
Ability to communicate difficult decisions with clarity, compassion and accountability.	**Essential**
Ability to travel and work flexibly.	**Essential**
Values-driven, with a strong commitment to safeguarding and children and young people's well-being.	**Essential**
Resilient, adaptable and able to work and support others effectively under pressure being hands on as required.	**Essential**
High levels of compassion, integrity, professionalism and accountability.	**Essential**
IT Skills – Good IT skills: Microsoft Teams, Word, Excel, Outlook, client databases. Financial / administrative systems.	**Essential**

Recruitment and selection

Stage 1: Application
Application Form including the supporting statement addressing the person specification.

Stage 2: Shortlisting
Assessment against agreed essential criteria with documented decisions.

Stage 3: Preliminary Interviews
Online interviews with shortlisted candidates.

Stage 4: Final Board assessment and stakeholder engagement interview and decision
Final-stage selection day assessment and appointment decision by the Board. Formal interview, leadership presentation or scenario, strategic exercise and values or behavioural session.

Stage 5: Conditional offer and checks
References, eligibility and appropriate safer recruitment and pre-employment checks.

Indicative timetable

Applications open	26 October 2026
Closing date	22 November 2026 5pm
Shortlisting	Week commencing 23 November 2026
Preliminary Shortlisting Interviews (online)	2nd and 3rd December 2026
Final Selection Day for shortlisted candidates – in person	7th December 2026
Decision and checks	December 2026
Transition	Before the end of March 2027

How to apply

- A completed application form, including a supporting statement that explains your motivation and demonstrates how you meet the essential Person Specification criteria.
- Contact details for two referees.
- A completed equality monitoring form, held separately from selection information.
- Details of any reasonable adjustments requested.
- CV – optional

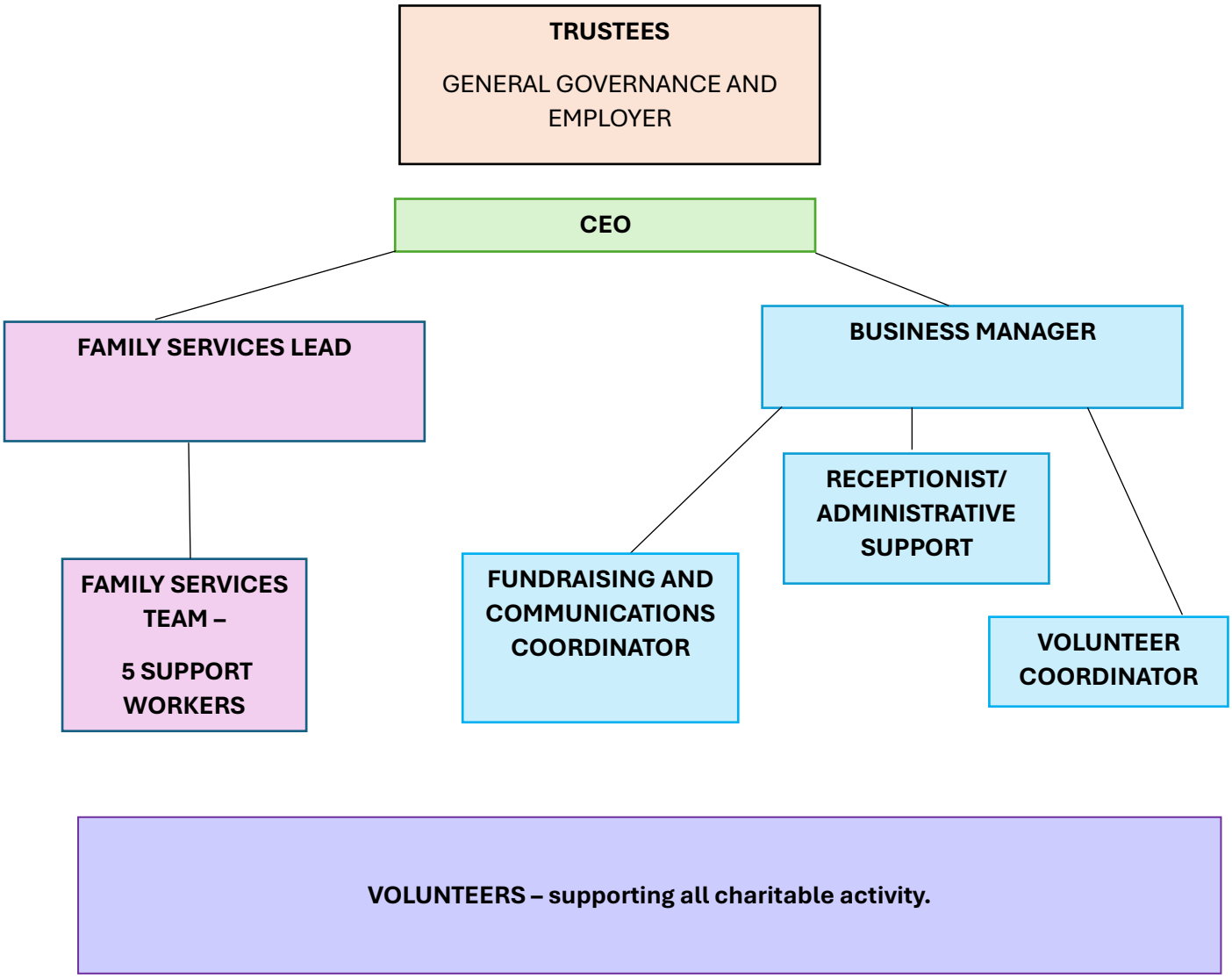
Send to Chair via;	julie@penhaligonsfriends.org.uk
Email Subject;	CONFIDENTIAL; CEO APPLICATION
Deadline;	22 November 2026
Informal conversation;	
CHAIR; Alison Stephens	07973 452780
CEO; Julie Parker	07977 864464

Terms, inclusion and safer recruitment

- Salary and pension: £48,000 - £55,000 dependent on experience
- Hours and working pattern: 37.5 hours (9-5 Monday to Friday)
- Location: Office based in Redruth with travel throughout Cornwall
- Annual leave and benefits: 25 days plus bank holidays initially
- Probation and notice: 3-month initial probation period

Penhaligon's Friends is committed to an inclusive and accessible process. Candidates will be assessed against consistent criteria, and reasonable adjustments will be offered. Appointment will be subject to appropriate safer recruitment and pre-employment checks, with the exact DBS level and other checks confirmed before publication.

Supporting information

- Website
- Candidate privacy notice
- Equality Monitoring & Application Form

ORGANISATIONAL CHART